

HOMELESS AND OTHER SPECIAL POPULATIONS

OBJECTIVE #1: Prevention

To strengthen and enhance prevention-related programs and services, so as to minimize the number of Cambridge individuals and families who become homeless.

Number of Households to be Served:

Over the coming year, the City of Cambridge anticipates providing prevention-related assistance to 800-plus individuals and 150-plus families at risk of homelessness. In addition, the City anticipates serving 200-plus individuals and 75-plus families who, though not “homeless” in accordance with the McKinney definition, lack suitable housing of their own (i.e., are doubled up or “couch hop” from one temporary situation with friends or family to another).

Expected Resources

- ***Federal Funds***
 - Community Development Block Grant Program
 - FEMA Funds
 - Section 8 Certificates and Vouchers
- ***State Funds***
 - State Payments for Legal Assistance
- ***Local Funds***
 - City of Cambridge Tax Dollars
 - Cambridge Housing Assistance Fund (private donors)
 - Cambridge Fund for Housing (private donors)
 - Families to Families Fund (private donors)

Strategies

Homelessness/Eviction Prevention: Continue and expand prevention services (e.g., prevention-focused case management; free legal assistance, advocacy, and mediation support to prevent eviction; and targeted financial assistance to address arrearages and prevent eviction or to support transition to alternate, more affordable housing). The City of Cambridge contributes some \$190,000/year in municipal tax dollars towards homelessness prevention, including over \$150,000 for staff who provide emergency case management for at-risk individuals and families and a pro-rated (50%) share of the \$80,000 cost for rent/utilities to operate the Multi-Service Center. In addition, approximately half of a \$190,000 contract with the State Department of Transitional Assistance and \$22,000 in

CDBG funding for the City's Housing Assistance Program fund landlord/tenant counseling/mediation and housing search services to prevent family homelessness. (The other 50% of the DTA and CDBG-funded program pays for housing search services for already homeless families.) Approximately half of the staff time funded by another \$36,000 in CDBG money pays for housing search, and related services for at-risk elders and/or persons with disabilities. A \$20,000 CDBG grant plus \$50,000 in municipal grant funding supplement private and State IOLTA funding for legal services to prevent eviction. A significant portion of the \$100,000-plus in privately raised funds (Cambridge Housing Assistance Fund, Cambridge Fund for Housing the Homeless, Bridge Fund, Family to Family Fund) is annually used to cover emergency payments to landlords to prevent homelessness, supplementing the thousands of dollars in FEMA funds used to prevent eviction and/or loss of heat/utilities for Cambridge households

Discharge Planning: Support advocacy efforts to promote more effective discharge planning by State-administered and/or State-funded mental health, corrections, and protective services agencies

Employment Assistance: Maintain and enhance access to employment services (e.g., free assistance at the Cambridge Employment Program), to prevent the impoverishment that leads to homelessness. Most notably, the Cambridge Employment Program is funded by a combination of \$80,000 in municipal funding and \$52,000 in "Moving to Work" federal funding through the Cambridge Housing Authority to provide employment assistance to low-income persons. In addition, a portion of WIA funding administered by Employment Resources Inc. through its contract with the local Career Center pays for employment services offered to at-risk persons.

Housing Assistance: Continue and expand efforts to increase the supply of affordable housing in Cambridge (see other sections of this Plan), sustain efforts to prevent the loss of affordable housing due to "expiring use" provisions, and maximize utilization of Section 8 subsidies to enable tenants to remain in existing housing. Most notably, the Cambridge Housing Authority has permission from HUD (i) to raise the Section 8 rent ceiling to 120% of the FMR, (ii) to issue Section 8 vouchers, rather than certificates, which, in the face of rapidly rising rental rates, makes it more possible for subsidy holders to obtain and retain housing in Cambridge, by allowing them to supplement the CHA rent payment (limited by the 120% FMR rent ceiling) by paying up to 40% of their income toward the unsubsidized portion of the rent, and (iii) to issue special Section 8 certificates to any eligible person who obtains eligible housing in Cambridge.

OBJECTIVE #2: Access

To maintain and expand access by homeless persons to programs and services which can meet their basic human needs, so that to the extent that they are willing to accept such assistance, every homeless individual and family has, at a minimum, a safe place to sleep, food, clothing, and necessary health care.

Number of Households to be Served:

Based on the most recent (April 12-13, 2001) point-in-time homeless census figures, the City of Cambridge provides shelter or transitional housing to 31 homeless families and 364 homeless individuals. An additional 50-plus homeless persons sleep in the streets, parks, cars, and subway stations in Cambridge; an unknown percentage of these unsheltered persons utilize meal or drop-in programs, where they can obtain clothing, showers, and health care. The April 2001 Census counted an additional 39 homeless men and women in substance abuse treatment programs (detox, pre-transitional, and halfway house), and 16 homeless persons who were unable to find shelter in Cambridge and who were therefore transported by van to Boston programs. At this time, the City is unable to accurately assess the number of unduplicated homeless persons served over the course of a year; however, with the ongoing implementation of MIS software at local homeless-serving programs, the City hopes to have the ability by 2004 to provide such data.

Expected Resources

- ***Federal Funds***
 - Community Development Block Grant Program
 - Emergency Shelter Grant Program
 - McKinney-Vento Supported Housing Program for various services
 - Federal Funding for Health Care for the Homeless services
 - Federal PACE funding for mental health services for the homeless
 - Federal Mental Health and Substance Abuse Block Grant
- ***State Funds***
 - State (and federally matched) Emergency Assistance payments for shelter services
 - State (and federally matched) Medicaid Services
 - State (and federally matched) payments for battered women's shelter services
 - State payments for residential substance abuse treatment services and shelter
- ***Local Funds***
 - City of Cambridge Tax Dollars
 - Cambridge Health Alliance funding for family shelter-based health care case management and shelter services for substance abusing homeless persons
 - Foundation, corporate, and donor grants and contributions

Strategies

Shelter Services: A network of six shelters for individual adults (including a 24 hour shelter for active substance abusers), two shelters and one scattered site shelter program for families, and one shelter for battered women provide emergency shelter for homeless persons (funded by a combination of approximately \$3 million of State and federally matched resources, as listed above, as well as tens of thousands of privately raised dollars). ESG grants provided \$52,000 in support of shelter operations and/or renovations. (See also narrative under Objective #3 for transitional housing.). A van program funded by a \$15,000 ESG grant and privately raised funds provides emergency transportation to Boston shelters for unsheltered individuals in Cambridge.

Food and Meal Programs: A network of ten food pantries (funded with FEMA grants; foundation, corporate, and private grants and donations; and an annual \$96,000 City grant) distribute emergency food in Cambridge; three of these pantries serve significant numbers of homeless persons. Seven Churches or Church-sponsored organizations, one non-profit, and the City's Council on Aging sponsor a range of lunch and supper programs 365 days a year, serving a mix of homeless and low income persons. All homeless families and some homeless individuals access federal Food Stamps and eligible homeless families access WIC coupons. Homeless individuals are assisted by case management staff in obtaining Food Stamps based on income eligibility. All shelters for individuals provide dinner and breakfast for guests funded by a combination of FEMA grants and foundation, corporate, and private donations and grants. All family shelters provide cooking facilities for guests. A \$20,000 CDBG grant contributes to the cost of an emergency food recovery and distribution program which supplies food to nearly all of the aforementioned pantry, shelter, and meal programs.

Clothing Services: All shelters for individuals receive and distribute clothing for guests. A network of other charitable programs collect and distribute donated clothing for both homeless and low income persons.

Health Care and Related Services: Local hospitals and the network of neighborhood health centers affiliated with the Cambridge Hospital all accept and enroll patients in the Medicaid and Free Care programs. (All homeless families whose shelter services are funded under the Emergency Assistance portion of TANF are automatically eligible for and enrolled in Medicaid; homeless individuals must qualify on the basis of income and age/disability.) In addition, health care is available at shelter-based clinics operated by the federally funded (\$50,000-plus) Health Care for the Homeless program, and for youth and young adults by a mobile van-based health care program sponsored by Bridge Over Troubled Waters and funded by various charitable concerns. A McKinney Vento grant (approximately \$14,000/year plus a \$14,000/year local match by the Cambridge Health Alliance) helps fund family shelter-based health care case management services for an average of 30 families. The federal Mental Health and Substance Abuse Block Grant helps fund non-Medicaid-reimbursable detoxification and community-based emergency mental health services (both of which serve a primarily homeless clientele), and a portion

of the stabilization services which match one of the federal Shelter Plus Care grants. State Public Health and Medicaid programs fund detoxification and residential and outpatient substance abuse treatment programs, whose clienteles consist largely of homeless persons. A \$134,000/year McKinney-Vento grant matched by \$50,000-plus in municipal funding, supports a street outreach program serving 200-plus unsheltered substance abusers; a \$19,000/year McKinney-Vento grant matched in part by a CDBG grant averaging \$4,500/year, funds a relapse prevention program serving 20-plus transitionally housed men at any point in time. Approximately \$90,000 in federal PACE grants funding shelter-based mental health services. A McKinney-Vento grant (\$49,000/year) matched by other resources funds supplemental street outreach services targeting unsheltered persons with mental illness.

Low Threshold Drop-In Programs: A network of ten programs offer a site-specific mix of daytime drop-in programming for homeless and/or at-risk persons, drawing funding support from a mix of government and private sources. A \$28,000 ESG grant helps fund a Shelter Inc. drop-in for homeless women. A \$40,000/year McKinney Vento grant, a \$4,000 ESG grant, and tens of thousands of dollars in other matching funds help support On the Rise's street outreach and drop-in program serving an average caseload of 16-plus unsheltered and under-served homeless women. A soon-to-be executed \$35,000/year McKinney Vento grant, a \$6,000 ESG grant, and tens of thousands of dollars in other matching funds help support Cambridge Cares About AIDS' street outreach and drop-in program targeting street youth and young adults. A \$50,000/year McKinney Vento grant and tens of thousands of dollars in other matching funds help support Bread & Jams' drop-in program serving some 60-plus unsheltered and under-served homeless adults each day. A \$5,000 ESG grant and thousands of other matching dollars will pay for construction of a wheelchair entrance. Private funding enables the Salvation Army to operate its drop-in programming. CASPAR's 24 hour shelter has been described previously. CASPAR's Phoenix Center in neighboring Somerville offers drop-in support and access to daily meetings for substance abusers. Two "social clubs" funded with a combination of State Department of Mental Health grants and private funding provide drop-in support to persons with histories of mental illness. A Women's Center, funded by a combination of programs, provides drop-in services for women.

OBJECTIVE #3: Housing

To maximize the number of homeless individuals/families who, with the help of resources available through the Cambridge Continuum of Care, are able to obtain housing and develop the necessary skills, resources, and self-confidence to sustain that housing and maximize their self-determination.

Number of Households to be Served:

Based on the most recent (April 12-13, 2001) point-in-time homeless census figures, the City of Cambridge provides shelter or transitional housing to 31 homeless families and 364 homeless individuals. An additional 50-plus homeless persons sleep in the streets, parks, cars, and subway stations in Cambridge; an unknown percentage of these unsheltered persons utilize meal or drop-in programs, where they can obtain clothing, showers, and health care. The April 2001 Census counted an additional 39 homeless men and women in substance abuse treatment programs (detox, pre-transitional, and halfway house), and 16 homeless persons who were unable to find shelter in Cambridge and who were therefore transported by van to Boston programs. At this time, the City is unable to accurately assess the number of unduplicated homeless persons served over the course of a year; however, with the ongoing implementation of MIS software at local homeless-serving programs, the City hopes to have the ability by 2004 to provide such data.

Expected Resources

- ***Federal Funds***
 - Community Development Block Grant Program
 - HOME Program
 - Low Income Housing Tax Credits
 - Section 108 Loan Guarantee Program
 - Section 8 Certificates and Vouchers
 - Section 811 Grants to Develop Housing for persons with mental illness
 - Emergency Shelter Grant Program
 - McKinney-Vento Shelter Plus Care
 - McKinney-Vento Supported Housing Program for various services
 - Family and Youth Services Bureau funding for street outreach to youth and young adults
- ***State Funds***
 - Housing Innovations Fund (HIF) and Housing Stabilization Fund (HSF)
- ***Local Funds***
 - City of Cambridge Tax Dollars
 - Foundation, corporate, and donor grants and contributions
 - Cambridge Affordable Housing Trust Fund (funded by a combination of tax dollars,

“Inclusionary Zoning” payments by housing developers, and “Linkage” fees contributed by commercial property developers

Strategies

Permanent Supportive Housing: A \$20,000 ESG grant, in combination with grant funding from the State’s Department of Public Health (derived from federal Mental Health and Substance Abuse Block Grant funds) and other privately raised funds, pays for case management services for participants in a 9-person Shelter Plus Care program. Shelter Plus Care subsidies for a total of 48 units of housing serving diverse populations (individuals and families with disabilities, including persons with mental illness, substance abuse, HIV/AIDS) leverage hundreds of thousands of dollars in supportive services. In addition to 15 of the aforementioned S+C units, the Mass. Department of Mental Health funds supportive services for 162 units of permanent supportive housing for persons with mental illness. A McKinney- Vento SHP grant (\$9,000/year) funds supportive services for eight units of permanent supportive housing. Recent McKinney- Vento grants have helped CASCAP renovate three units of permanent supportive housing for formerly homeless persons with mental illness (\$250,000), and helped the Essex Street Development Corp purchase five units of permanent supportive housing (\$500,000) for formerly homeless persons with mental illness (who will be serviced by CASCAP); Shelter Inc. has received conditional funding (\$400,000 for acquisition plus \$100,000 for three years of services) to develop another six units of permanent supportive housing for homeless persons. In the case of each of the three recent grants to develop permanent supportive housing, the 1:1 match requirement for the McKinney funding (totaling \$1,150,000 over the three grants) was exceeded, drawing from a range of funding sources, including federal and State-derived HOME funds, Section 811 funding, and City tax dollars.

Permanent Housing: please see other sections of the Consolidated Plan

Transitional Housing: Homeless persons are served in Cambridge by nine transitional housing programs; a tenth program (for battered women and families) funded in the previous SuperNOFA cycle is working to overcome implementation delays. CDBG funding helps fund staffing for a five unit women’s transitional housing program at the YWCA (\$20,000, supplemented by private funding and a \$42,000 grant from MHSA for staffing and rooms) and for a transitional program for men and women at CASPAR’s Emergency Service Center (\$14,700). A 26-unit men's transitional housing program at the YMCA (operated by the City's Multi-Service Center) is funded by a \$96,000 grant from MHSA for staff plus tens of thousands of dollars of grant funding to cover rent for the 26 rooms. A summer program for twelve men and women operated by students from Harvard University is funded by the Phillips Brooks House program at Harvard. Seven transitional housing programs are all funded, in part by McKinney- Vento SHP grants, as follows: a CASPAR program for five men in recovery (\$44,000/year plus matching money for operations and supportive services), a CASPAR program for seven women in recovery (\$57,000/year plus matching money for operations and supportive services), a Cambridge Cares About AIDS (CCAA) program for five men with HIV/AIDS

(\$27,000/year for leasing plus leveraged money for staffing), a CCAA program for five women with HIV/AIDS (\$31,000/year for leasing plus leveraged money for staffing), a Shelter Inc. program for five women (\$81,000/year plus matching money for supportive services and operations), a Shelter Inc. program for five families (\$52,000/year plus matching money for supportive services plus five leveraged Section 8 certificates worth approximately \$50,000/year), and the soon-to-be implemented Transition House/YWCA Transitional Living Program for nine women/small families (\$55,000/year SHP grant, plus matching money for supportive services, plus nine leveraged rental assistance subsidies).

Case Management and Other Supportive Services: In addition to other supportive services mentioned in the previous section (e.g., street outreach, health-related programming, and drop-in programming), the Cambridge Continuum includes a variety of McKinney-Vento-funded supportive services programs to assist homeless persons address their income, employment, money-management, legal, housing, and other related needs. In each case, HUD SHP funding is matched on a 1:4 basis (at least one dollar of match for every four dollars of federal funding) by locally fundraised money.

Specifically, the Continuum includes

- \$185,000/year in SHP funds (matched in part by approximately \$20,000/year in CDBG funding, plus other privately raised monies) for two HomeStart housing search programs serving approximately 100 persons; a combination of State and privately-fundraised pools of money (Individual Self-Sufficiency Initiative, Cambridge Housing Assistance Fund, Cambridge Fund for Housing the Homeless, etc.) help homeless individuals cover the up-front cost of obtaining rental housing;
- \$51,000/year in SHP funds for HomeStart's field based case management program, serving an average caseload of over 50 persons;
- \$32,000/year in SHP funds for CASCAP's fiduciary (money management / representative payee) program, intensively serving 40-50 persons at any point in time;
- \$60,000/year in SHP funds for Shelter Inc.'s specialized legal assistance program, serving an average caseload of 30 persons;
- \$33,000/year in SHP funds for the Community Learning Center's literacy and computer literacy program, serving 18 homeless students at any point in time;
- \$27,000/year in SHP funds for Solutions at Work's transitional employment program, serving 8-10 transitional employees and providing furniture bank and moving assistance to over 300 homeless households every year;
- \$16,000/year in SHP funds for Shelter Inc's voicemail services, distributing 400 voice mailboxes to homeless persons each year;

A soon-to-be implemented McKinney-Vento assisted program (\$35,000/year plus match) will provide stabilization support to families transitioning from homelessness to housing.

As noted previously, approximately half of the City's Housing Assistance Program, funded by a \$189,000/year State Department of Transitional Assistance contract and a \$22,000 CDBG grant, pays for housing search and related services for homeless families

staying in DTA shelters. Approximately half of the staff time funded by another \$36,000 in CDBG money pays for housing search, and related services for homeless elders and/or persons with disabilities. Another \$90,000 of City tax dollars funds administrative staffing (program management, reception) and occupancy costs associated with the provision of services to homeless persons at the Multi-Service Center (i.e., 50% of the \$180,000 allocated to administrative and occupancy costs, based on the approximate 50/50 split of services between prevention and homelessness response). Approximately 15% of the caseload of the locally funded (\$132,000) Cambridge Employment Program is homeless.

SPECIAL POPULATIONS

The City supports nonprofit and public agencies in their applications for federal and state funds to develop additional housing with appropriate services for low-income persons with special needs. This includes nonprofit applications for commitments from federal programs like Section 811 Supportive Housing for Persons with Disabilities. Cambridge will also consider providing low interest loans and construction loans to fund gaps in the capital costs of developing supportive housing.

Supportive Housing Development Program

In FY2003, in addition to strongly supporting nonprofit agencies in their applications for federal and state funds to develop additional housing with appropriate services for low-income persons with special needs, Cambridge will target low-interest loans and construction loans to fund gaps in the capital costs of developing supportive housing.

Support for other entities

Cambridge will support other entities in their applications for resources consistent with this goal. For development projects, Cambridge will offer this support after evaluating these entities, with respect to the capacity of the development and management teams, and the financial feasibility of specific projects. The City will offer technical assistance to nonprofit developers in order to help build this capacity.

Leveraging plans and matching requirements

Cambridge intends to continue its work to leverage state, local and private funds to support activities in this area. Funds leveraged tend to be committed on a site-by-site basis, but generally include the Cambridge Affordable Housing Trust, funds provided by Cambridge Banks Housing Associates (a consortium of local banks), local lenders and other sources. Some of these funds have matching requirements. For example, the

Shelter Plus Care Program requires that federal rental subsidies be matched dollar-for-dollar with state and local service commitments.

Service Delivery and Management

The Cambridge Community Development Department will coordinate service delivery and management associated with this priority area. Cambridge will continue to work with its existing network of nonprofit agencies, and encourage new sponsors, to produce housing for the homeless, in partnership with the Cambridge Housing Authority and the State and Federal Government.